

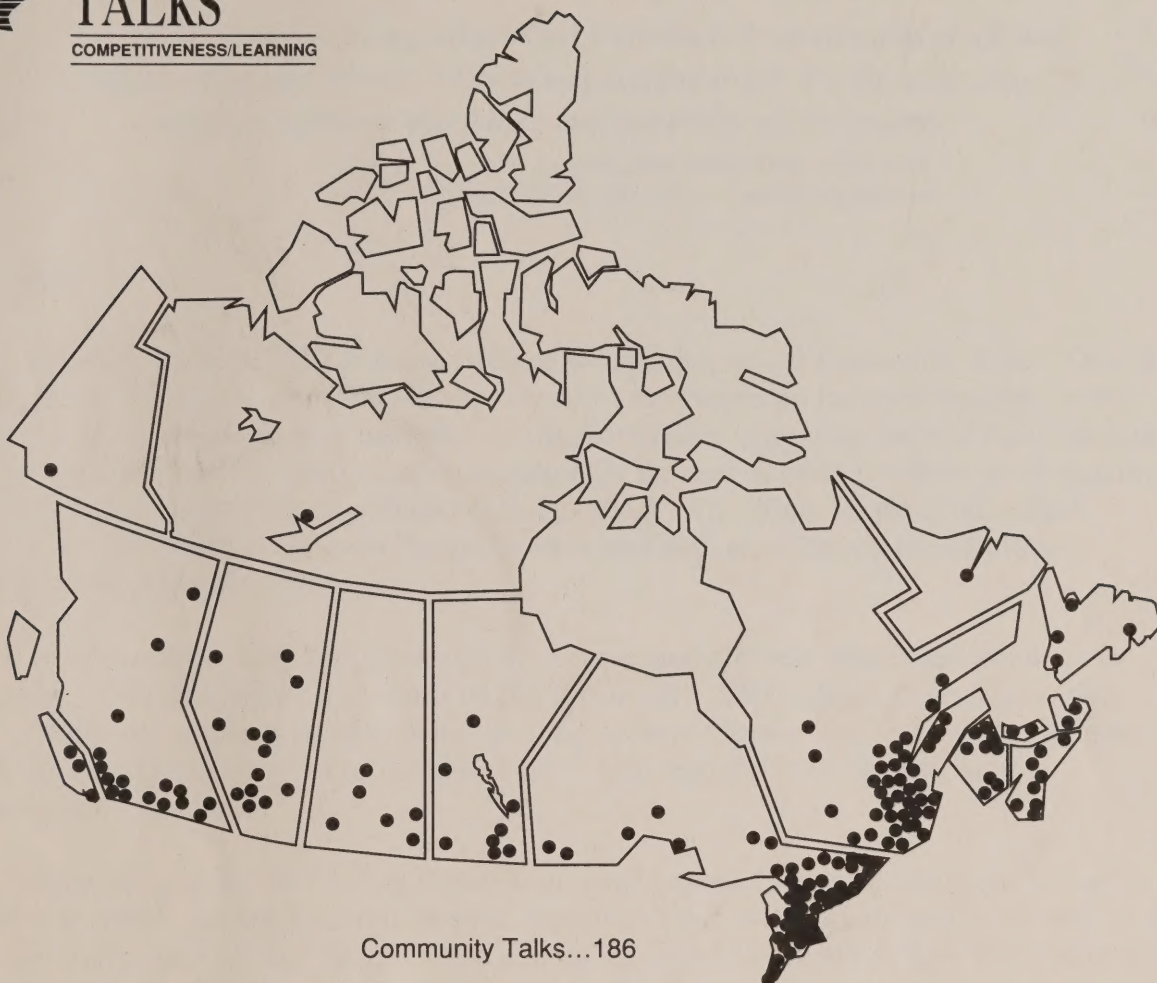
IST 800  
-1991  
P050



# COMMUNITY TALKS

COMPETITIVENESS/LEARNING

3 1761 11766302 1



Community Talks...186

## A • SUMMARY

November 1991 – March 1992



PROSPERITY INITIATIVE

Si par erreur vous n'avez pas reçu ce document dans la langue officielle  
de votre choix, veuillez contacter:

La parole aux citoyens  
2ième étage  
235, rue Queen  
Ottawa (Ontario)  
K1A 0H5

Tel: (613) 941-1076



IST 800  
-1991  
P050

***"The enthusiasm and energy of so many Canadians from all walks of life and representing such diverse interests was exciting to see. We all came away with new optimism about the economic future of our country."***

— excerpt from report by participants Sabine Brasok, Ken Mark,  
Janice Cantafio, John Cosgrove and Randy Palivoda

Dear Friends,

First of all, we would like to thank all those who participated at *Community Talks*. Over the past eight months it has become clear that the success of the Prosperity Initiative depends on the active involvement of individual Canadians. *Community Talks* participants showed that Canadians are not only committed to a united, prosperous future for themselves and their children but that they also are prepared to apply their own shoulders to the wheel. The Prime Minister, our cabinet colleagues and the Steering Group on Prosperity have read with great interest the innovative and constructive suggestions proposed.

Most *Community Talks* groups requested an opportunity to hear what other communities were saying. This summary of the reports of 186 *Community Talks* attempts to respond to this interest. While we could not include all the excellent ideas put forward we feel that the summary captures the principal themes and recommendations which emerged in community after community across Canada.

The next step is for the Steering Group to turn the output of all the consultations into an action plan to which all Canadians can commit. In doing so they will have the results not only of the *Community Talks* and *Regional Talks* but also of sectoral consultations which have involved over 17 federal departments. The Steering Group has organized a number of other events covering topics such as learning, investment and science and technology to name a few. The objective is to be as inclusive as possible so that the plan of action will reflect the views of a broad spectrum of concerned Canadians.

Over the summer the newsletter *FEEDBACK* will keep you advised of the Steering Group's progress towards developing the action plan. *FEEDBACK* will also be carrying reports on the five *Regional Talks* held during the past six weeks in Saskatoon, Moncton, Montreal, Vancouver and Toronto.

Once again, thank you for your interest and commitment. As always, we look forward to hearing from you.

Michael Wilson  
Minister of Industry, Science and Technology  
and Minister for International Trade

Bernard Valcourt  
Minister of Employment and Immigration



## COMMUNITY TALKS — THE PROCESS

On October 29, 1991, the federal government launched the Prosperity Initiative so that all Canadians could participate in the development of an action plan on how to build a prosperous future for themselves and their children.

Through a series of 186 *Community Talks* across the country, individual Canadians brought a personal perspective to national and sectoral consultations. Each *Community Talks* followed the same process based on small, informal discussion groups conducted in community centres, schools, local commercial establishments or similar venues.

The key elements of each event included:

- co-sponsorship by local organisations, such as chambers of commerce, school boards, training councils, labour groups, to ensure as broad a representation of the community as possible
- multiple discussion groups of 8-12 participants each led or “facilitated” by specially-trained federal officials drawn from regionally-based government departments and agencies
- records of participant’s views in their own words transmitted to the government through Ministers Michael Wilson and Bernard Valcourt and to the co-chairs of the Steering Group

Participants were sent a summary report of their event and invited to comment further. Through *FEEDBACK*, a regular newsletter, all participants were kept informed of Prosperity Initiative activities. Final reports of each *Community Talks* are now available on request. For a list of communities involved please turn to the back pages.

*The Steering Group on Prosperity is composed of eminent men and women who represent a broad cross-section of all Canadians. Operating at arm’s length from the federal government, its mandate is to undertake extensive consultation and produce in September 1992 a plan of action on how to ensure Canada’s future prosperity.*

*A list of Steering Group members can be found on the inside .*



Digitized by the Internet Archive  
in 2022 with funding from  
University of Toronto

<https://archive.org/details/31761117663021>

# SHARED VALUES

- Participants across the country clearly and consistently called for greater pride in Canada. Fostering this type of pride was seen as contributing to two positive outcomes: it would build a sense of national community (i.e. we're all in this together); and, it would promote a more positive self-image among Canadians.
- Participants wanted to see a greater celebration of Canadian achievements. Canadian success stories and heroes (individuals, organizations, businesses, etc.) should be publicized. They also said that business, scientific and educational achievements in Canada should be recognized.
- Across the country there was a strong belief that we need to reduce dependency on government while encouraging the development of values like risk-taking, self-reliance and entrepreneurship.
- Canadians from coast-to-coast made it clear that they wanted to be involved in designing the action plan and that they wanted to take action **themselves** to improve Canada's competitiveness.
- There was a consensus that Canada needed to rejuvenate "pride in excellence". Excellence of products and services was viewed as the responsibility of all — labour, business, government and individuals.
- There was almost unanimous agreement that Canadians must learn to live within their means. Participants strongly believed that governments should provide leadership in this area by getting their finances under control (by reducing their deficits).

## *The Community talks –*

*"Define our national goals, develop a national identity, promote ourselves and teach our children national pride. Make our country strong and we will compete."*

*Summerside, Prince Edward Island*

*"Set up a Prime Ministerial awards program for achievements in excellence, large or small."*

*Georgetown, Ontario*

*"All businesses that are not prepared to educate, automate and innovate, will inevitably liquidate."*

*Toronto, Ontario*

*"Develop the entrepreneurial spirit in all facets of life - business, academic and government."*

*Yorkton, Saskatchewan*

*"Let's find a 'Participation' type of idea which could do for competitiveness what Participation did for lifestyle."*

*Waterloo, Ontario*

*"Start with quality, stay on quality, train for quality, instill quality in the workforce, sell quality to our international clients and we will become competitive."*

*Perth, Ontario*

*"Raise consumer awareness about the importance of buying Canadian products."*

*St-Georges-de-Beaucé, Quebec*

*"Let's promote what we do best. Each Canadian should readily be able to identify at least ten things that we do that are the greatest in the world."*

*Barrie, Ontario*

- Participants repeatedly said that "buying Canadian" would help to maintain our prosperity.
- Participants said that Canadians needed to promote and respect a self-reliant work ethic, pride in and quality of Canadian workmanship. Trades and technical work should be valued more highly.
- Canadians should rely more heavily on what individuals and non-governmental organizations can do.
- Canada should promote a greater sense of belonging for aboriginal and new Canadians and learn from them.

## CO-OPERATION BETWEEN THE PLAYERS

- Participants were unanimous in their desire for business, labour, and governments to work together in order to ensure Canada's international competitiveness and prosperity.
- Participants felt that business should be taking steps to involve labour representatives in the management of individual companies.
- There was widespread disappointment with the current standards of behaviour and leadership set by politicians. Participants demanded an end to "finger pointing" between levels of government and called on politicians to demonstrate leadership. They also expressed a strong desire for "statesmanship" from business and labour leaders (i.e. less confrontation, more collaboration).
- Participants noted that both business and labour must co-operate to ensure that future skills requirements are identified to allow the educational system to prepare younger Canadians for the future.
- Participants suggested that adjusting to global competition is the joint responsibility of employers, labour, business associations, and governments.
- Governments must work in conjunction with business and labour to standardize qualifications for certification in the trades, professions and associations across the country.

### *The Community talks –*

*"Develop partnerships with government, business, labour and the community stakeholders."*

*Spruce Grove/Stony Plain, Alberta*

*"Give employees a stake in the business, either shares, bonuses or some kind of reason to be proud of their association with their employer."*

*Midland, Ontario*

*"Seek and obtain commitments from government, business and labour to become partners in the training and learning process."*

*Saint John, New Brunswick*

*"The introduction of business automation must be carefully handled to give labour an opportunity to adapt properly through training."*

*Vaudreuil, Quebec*

*Notes:*

# THE IMPORTANCE OF EDUCATION AND TRAINING

## EDUCATION

- Participants called for a greater focus on excellence in the Canadian education system. They felt that Canadian educators should look at the best international practices to improve preparation of Canadian students for the workforce. The establishment of national performance indicators matching international standards was recommended, particularly for maths and science.
- There was support for our education system to institute national tests in basic skills.
- There was consensus that Canada should develop a “life-long learning culture”.
- There was a strong desire for increased accountability of the education system to both parents and communities. Many felt that as parents play a critical role as the initial educators of youth, they should be more actively involved in their children’s education.
- Participants sought greater business involvement in the education system through:
  - co-op education programs
  - the funding of scholarships
  - “adopt-a-school” programs
  - “Junior Achievement” type programs in all schools across Canada
- There should be greater emphasis on technical training in the schools:
  - a better explanation of the value of trades education to students
  - creation of an Industry/Education Council to provide input into school curricula and training programs

### *The Community talks –*

*“The system is not working. Examine it and others to determine options, ie. standardized tests, ‘3 R’s’ and value for money.”*

*Charlottetown, Prince Edward Island*

*“Make learning an on-going adult activity throughout life. We have a good continuing education model to offer Canadians who might be interested.”*

*Midland, Ontario*

*“National standards should be created so that students are not promoted with poor performance in the basics. Stop rewarding failure.”*

*Owen Sound, Ontario*

*“Make the education system more accountable for funding received.”*

*Terrace, British Columbia*

*“In exchange for tax breaks, business should sponsor students going through school. Labour should be involved too.”*

*Peel County, Ontario — Student Talks*

*“Canadians must be aware that the first teacher is the parent.”*

*Parry Sound, Ontario*

*“We need more co-op programs and technical skills. Also business, labour and government should work together to increase regulated apprenticeship courses.”*

*Peel County, Ontario — Student Talks*

*"The greatest competitive challenge in learning is to improve the skills of those who don't make it to university."*

Waterloo, Ontario

*"We need to identify a process to get all provinces to agree upon common standards for training and education."*

Lloydminster, Alberta

*"Consult industry leaders to identify immediate and future staff needs of companies, in terms of trades and specializations."*

Beresford, New Brunswick

*"Reduce the drop-out rate by making resources available for counselling and motivation."*

Peel County, Ontario — Student Talks

*"We need to emphasize the basics in primary school. Teachers should do this and there should be standardized tests in maths, sciences and literacy. Provide extra help to students who need it."*

Peel County, Ontario — Student Talks

- Expanded maths, science and technology programs were seen as vital pre-requisites to an effective education.
- The education system should be more flexible and “learner-centred” — it should be geared to meet the needs of the majority who may not go to university directly after high school.
- Educational credits should be transferable across Canada.
- A system should be developed to do a better job of matching what is taught in school to labour market needs.
- Participants urged the expansion of programs to encourage secondary school students to stay in school.
- Teachers should be encouraged to continually upgrade their skills and get “real world” training in industry.

## TRAINING

- Participants stressed that the best way to ensure Canada's competitiveness in the international marketplace (even with the challenge of low-wage competitors) would be to provide our workers with stronger and more flexible job skills through training.
- There was consensus that new approaches be developed to expand on-the-job training.
- Long-term skills development should take priority.
- A concerted effort is needed to ensure that employers and workers focus on training and skills up-grading in order to adapt to the realities of the new global economy.
- Several participants suggested that businesses should make long-term commitments to human resource development. These commitments could take the form of binding training plans between individual employers and employees.
- Efforts should be made to promote the involvement of women in technical careers and training.
- There was overwhelming support for allowing welfare recipients to re-train while still receiving social assistance benefits.

### *The Community talks –*

*"All teachers should have the opportunity of [participating in] exchange programs with business in the 'real world' so they can see the demands put on business and industry to compete."*

*Cambridge, Ontario*

*"The whole community should take some responsibility for education and training."*

*Saint John, New Brunswick*

*"With the rapid change that we are always confronting, Canadians need to learn how to adapt, to re-train themselves on the job and that applies as well to academics as to labourers."*

*Timmins, Ontario*

*"Train Canadians rather than looking to immigration or corporate raiding for skills needs — go for long-term solutions rather than quick fixes."*

*Stoney Creek, Ontario*

*"Union, management and government should work together to make us compete effectively."*

*Chatham, Ontario*

*"On-the-job training requires a legal and binding commitment from the individual and the employer."*

*Drumheller, Alberta*

*"Eliminate 'gender streaming' in the education system as well as in the human resource process."*

*Edmonton, Alberta*



# THE ROLE OF GOVERNMENTS

- Participants from coast to coast were clear and consistent about the main tasks they expected governments to tackle. These included:
  - getting the debt under control
  - using GST revenues to reduce the deficit
  - reducing duplication of government services by harmonizing federal, provincial, and municipal programs
  - downsizing the public sector and privatizing where possible
  - developing and maintaining economic infrastructure such as transportation and communication links
  - acting as facilitators to bring the stakeholders together
  - setting appropriate “rules of the game” to let the private sector create wealth.
  - working together to eliminate the existing barriers to the interprovincial movement of people, capital, goods and services.
- Participants were concerned about Canada’s tax system. There was nation-wide agreement that governments must reduce the tax burden on individual Canadians (especially middle income earners) and businesses (especially small businesses).
- There should be incentives (mostly through tax policy) to assist private sector investment in research, development, innovation, and training.
- Participants called for greater government effort to help Canadian business identify and develop international markets.

## *The Community talks –*

*“Provide world-class infrastructure to support business at competitive costs.”*  
Vancouver, British Columbia

*“Get rid of excess government services and over-layered programs. Cut! Cut! Cut!”*  
Perth, Ontario

*“Support business in the development of niche markets, research and development and value-added products.”*  
Kamloops, British Columbia

*“Set the rules and let the private-sector play by the rules. Just get out of the way.”*  
Kingston, Ontario

*“The government is like Amway — it has a pyramid of services. Government needs to get leaner and meaner.”*  
Dryden, Ontario

*“Collect taxes fairly, stop taxing us out of business.”*  
Pembroke, Ontario

*“Continue to apply GST to the national debt.”*  
Courtenay, British Columbia

*“Send public servants and ministers into the regions to get first-hand knowledge of what is actually going on.”*  
Chibougamau, Quebec

*"(government employees should) spend 1-3 days working with/for small business."*

*Grand Falls, Newfoundland*

*"Provide more local control over tax revenues for local uses (eg. the Norway model of community-based tax points)."*

*Courtenay, British Columbia*

*"Reward and encourage prudence in government spending by government employees - all government levels."*

*Charlottetown, Prince Edward Island*

*"The government should have the courage to assume its responsibilities, even at the risk of adopting unpopular measures."*

*La Tuque, Quebec*

*"The solutions are in the hands of the people and not necessarily the governments."*

*Beresford, New Brunswick*

*"Government should re-assess their role in the economic planning process."*

*Sydney, Nova Scotia*

*"Implement a mandatory public works program for the unemployed."*

*Peel County, Ontario — Student Talks*

*"Government should have business, labour and citizens involved in discussion about things like free trade."*

*Simcoe, Ontario*

*"Have a national referendum asking Canadians if they want to maintain social benefits and the high costs associated with them."*

*Peel County, Ontario — Student Talks*

- There was a strong belief that governments politicians and public servants must be more accountable to the public. In terms of enhancing the accountability of senior public servants, the following was suggested:
  - encourage job rotation between the private and public sectors
  - localize government decision-making so that local public servants can respond to the needs of their communities
  - reward public servants for being responsive to the needs of business
  - reward public servants who spend less than their budgets
- To enhance the accountability of elected officials, many suggestions were offered:
  - governments need to be honest brokers — don't "sugar coat" the news; explain both the good and bad
  - involve individual Canadians in economic decision-making (this should be extended to enhanced citizen participation in the expenditure review process)
  - involve Canadians in the evaluation of government programs.
- Many participants believed that Canada's social assistance programs were discouraging some Canadians from working. Some participants supported programs that required community service in exchange for assistance payments. Many suggested that Unemployment Insurance recipients should have better access to training programs.
- The universality of government programs such as family allowances was questioned by some. Participants suggested that these programs should be targeted to those who need the assistance most.

# OUR ECONOMIC FUTURE

- Participants called for Canada's political leaders to establish an "economic vision" for Canada. This long-term industrial and investment strategy would set productivity, competitiveness, and training targets for the next 10 to 15 years. While national in scope, participants believed that the strategy should be sensitive to the needs of individual regions and communities.
- The federal government's major role in economic planning was seen to be the establishment of a proper climate in which the private sector could trade competitively and create jobs. Additionally, participants wanted the federal government to encourage long-term investment in research and development.
- Much concern was expressed about what was described as Canada's over-dependence on the export of natural resources. Most felt that to be successful in the future, Canadians must find ways of adding "value" to their exports. For example, instead of exporting wheat, we should be exporting flour. Moreover, participants believed there was a need to develop a plan to move Canada from being a "resource-based" economy, to being a "knowledge-based" economy.
- Participants felt that industry's investment in R&D, technology and innovation was weak in comparison to other countries. Faster adaptation of new technology was seen as the key for Canadian business to keep up with its competitors.
- Most participants believed that our quality of life in Canada was threatened because we're falling behind our major international competitors. There was a consensus that Canada must improve its trade performance if we are to continue to prosper.

## *The Community talks –*

*"Develop a national economic strategy for international competitiveness. It should be devoid of political bias."*

*Yorkton, Saskatchewan:*

*"Create a 10-point plan to improve competitiveness, starting with concepts of quality and value-added."*

*Kelowna, British Columbia:*

*"Ensure a balance between traditional and new technology industries by achieving higher value-added in resource industries such as forestry and fishing."*

*Bridgewater, Nova Scotia:*

*Get on the leading edge of environmental issues. Think in terms of cost recovery, and sell the technology abroad."*  
Barrie, Ontario: "

*Business and government should put more money into R&D. Use tax incentives, and find niches in R&D that haven't been exploited."*  
Peel County, Ontario — Student Talks

*"We must have resource and environmental planning; stop selling off our raw materials, we must have diversification."*  
Penticton, British Columbia

*"Stimulate trade by ending interprovincial barriers and considering free trade with Europe"*  
Georgetown, Ontario

*"Create a Canada venture capital fund or use Canada Savings Bonds to establish a fund to encourage Canadian ownership via management/employee buyouts."*  
Windsor, Ontario

- Participants identified a number of means to expand Canadian exports. Some felt that the government should be more aggressive in marketing the benefits of free trade to Canadian business while defending Canadian interests under the Free Trade Agreement. While small business should be more aggressive in seeking markets in the U.S. and beyond, Canada should concentrate on expanding trade with other countries, particularly Europe and the Pacific Rim, and not depend on the U.S. so much.
- Participants called for greater effort to identify and develop niche market opportunities, particularly by small and medium-size Canadian companies.
- There was widespread concern about the challenge of providing risk capital at competitive interest rates for new ventures. Participants sought incentives to increase local availability of venture capital, e.g. through establishment of community mutual funds or bonds.
- Better quality management practices were seen as vital to our international competitiveness. Participants emphasized the need for Canadians to be more demanding consumers and suggested that more worker empowerment would result in higher quality products.
- Better communications were necessary in all areas of business (domestic, international, within companies; among suppliers, producers and customers; between employers and employees).
- Environmental technologies were thought by many to represent a potential area of export strength for Canada.

# COMMUNITY TALKS

## NOVEMBER 13, 1991 - MARCH 31, 1992

### Newfoundland

Happy Valley/ Goose Bay  
 Corner Brook  
 Grand Falls-Windsor  
 Marystown  
 St. John's

### Nova Scotia

Bridgewater  
 Kentville  
 Yarmouth  
 Port Hawkesbury  
 New Glasgow  
 Truro  
 Sydney  
 Antigonish  
 Shelburne  
 Halifax/Dartmouth

### Prince Edward Island

Charlottetown  
 Summerside

### New Brunswick

Saint John  
 St. Stephen  
 Edmundston  
 Shippagan  
 Beresford  
 Newcastle  
 Fredericton  
 Moncton

### Quebec

St-Eustache  
 Trois-Rivières  
 St-Jean-sur-Richelieu  
 St-Georges-de-Beauce  
 Drummondville  
 Baie Comeau  
 Vaudreuil  
 Montmagny  
 Beauport  
 Roberval  
 La Tuque  
 Victoriaville  
 Mont-Laurier  
 Chibougamau  
 Jonquière  
 St-Jovite  
 Longueuil  
 Sorel  
 Sherbrooke  
 Lévis  
 Buckingham  
 Montréal/Verdun  
 Lachute  
 Ste-Thérèse  
 Rimouski  
 Trois-Pistoles  
 Val d'Or  
 St-Hyacinthe  
 St-Anselme  
 Lac Mégantic  
 Magog  
 Shawinigan  
 Laval  
 Sept-Iles  
 Terrebonne  
 Quebec  
 Montréal/Mercier  
 Chambly  
 Chandler

### Ontario

Orangeville  
 Waterloo  
 Orillia  
 Stratford  
 Cambridge  
 Midland  
 Lindsay  
 Barrie  
 Goderich  
 Owen Sound  
 Collingwood  
 Dryden  
 Milton  
 Guelph  
 Newmarket  
 Georgetown  
 Perth  
 Pembroke  
 St. Thomas  
 Sudbury  
 Sarnia  
 Peterborough  
 Kitchener  
 Brantford  
 Timmins  
 Windsor  
 Kirkland Lake  
 Kingston  
 Chatham  
 Cornwall  
 London  
 Oshawa  
 Belleville  
 Port Hope/Cobourg  
 Thunder Bay  
 Niagara Falls  
 Simcoe  
 North Bay  
 Stoney Creek

Whitby  
Kapuskasing  
Port Colbourne  
St. Catharines  
Welland  
Pickering/Ajax  
Bowmanville/Newcastle  
Peel County Student Talks  
Markham  
Sault Ste. Marie  
Aurora  
Parry Sound  
Oakville  
Huntsville  
Brampton  
Napanee  
Woodbridge  
North York  
Woodstock  
Etobicoke  
Toronto (West)  
Mississauga  
Kenora  
Toronto (Central)  
Toronto (East)  
Brockville  
Scarborough  
Hawkesbury  
Richmond Hill  
Burlington  
Kanata  
Ottawa  
Hamilton Region

## **Manitoba**

Steinbach  
Dauphin  
Thompson  
Bird's Hill  
Morden

Brandon  
Portage La Prairie  
Winnipeg

## **Saskatchewan**

Melfort  
Weyburn  
Swift Current  
Regina  
Prince Albert  
Saskatoon  
Yorkton

## **Alberta**

Grande Prairie  
Fort McMurray  
Lethbridge  
Drumheller  
Red Deer  
Wetaskiwin  
Vegreville  
Hinton  
Camrose  
Edmonton  
Calgary  
Lloydminster  
Stony Plain

## **Yukon**

Whitehorse

## **British Columbia**

Williams Lake  
Kelowna  
Cranbrook  
Campbell River  
Fort St. John  
Langley  
Penticton  
Castlegar  
Chilliwack  
Courtenay/Comox  
Kamloops  
Nanaimo  
Prince George  
Victoria  
Vancouver  
North Vancouver  
White Rock/Surrey  
Terrace

## **Northwest Territories**

Yellowknife

# THE STEERING GROUP ON PROSPERITY

## **Co-chairs:**

*Marie-Josée Drouin*

*Executive Director, Hudson Institute of Canada  
Montreal, Quebec*

*David McCamus*

*Chairman, Xerox of Canada Inc.  
Toronto, Ontario*

## **Other Members:**

*André Chagnon*

*Le Groupe Vidéotron Limitée, Montreal, Quebec*

*Marshall A. Cohen*

*The Molson Companies, Toronto, Ontario*

*Joseph D'Cruz*

*University of Toronto, Toronto, Ontario*

*Gordon Ross Cunningham*

*London Life Insurance Company, London, Ontario*

*Eric Geddes*

*Edmonton Council on Advanced Technology, Edmonton, Alberta*

*Donald Glendenning*

*Glendenning Educational Resources Inc., Charlottetown,  
Prince Edward Island*

*David Johnston*

*McGill University, Montreal, Quebec*

*Veronica S. Lacey*

*North York Board of Education, North York, Ontario*

*Marilyn Lister*

*Consumer's Association of Canada, Ottawa, Ontario*

*Bill MacLennan*

*Atlantic Institute of Biotechnology, Halifax, Nova Scotia*

*James A. McCambly*

*Canadian Federation of Labour, Ottawa, Ontario*

*Jack Munro*

*Forest Alliance of British Columbia, Vancouver, British Columbia*

*J-Robert Ouimet*

*Ouimet-Cordon Bleu Inc., Anjou, Quebec*

*Lucille Pacey*

*Open Learning Agency, Vancouver, British Columbia*

*Penelope Rowe*

*Community Services Council, St. John's, Newfoundland*

*Donald J. Savoie*

*University of Moncton, Moncton, New Brunswick*

*Ken Thomas*

*Saskatchewan Indian Loan Company Ltd., and  
Saskatchewan Agriculture Program, Craven, Saskatchewan*

*Bill Vaags*

*Canadian Pork Council, Dugald, Manitoba*

*Notes:*



